







## 2017-2018 Report



**RED TAPE RESCUE 2017-2018 REPORT  
COMMON COUNCIL – CITY CLERK’S OFFICE**

City of Milwaukee, Wisconsin  
March 2019

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# Overview

## What is Red Tape Rescue?

As part of its ongoing efforts to improve opportunities for business to thrive in Milwaukee, the **Common Council-City Clerk's Office** created the **Red Tape Rescue** program. Inspired by the **Local Business Action Team** ("LBAT"), a temporary City of Milwaukee committee, the program's aim is to fulfill and continue efforts initiated by the LBAT to improve interaction between local business and City government.

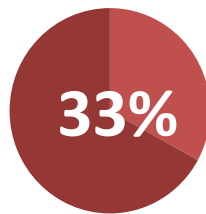
Concerning the **License Division**, specifically, our goal is to connect Milwaukee businesses and residents to the resources needed to be successful. In accordance with the goals of the LBAT, we desire to:

- Make the City an easier, more welcoming place to do business through improvements to City rules and processes.
- Stimulate investment in the city, particularly through public-private partnerships and inter-departmental collaboration.
- Create jobs and add to the tax base, with a particular emphasis on small and local businesses.

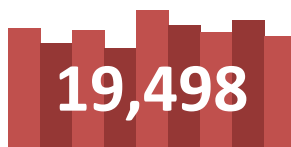
This report is an annual update on activities of the License Division relating to the Red Tape Rescue program.

## License Division

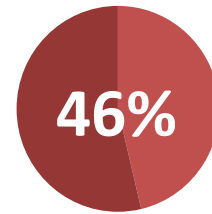
The License Division's "front-line" staff consists of 5 License Specialists, and 2 License Specialist Leads. Three of our staff members are bi-lingual. Our Business Systems Specialist coordinates Red Tape Rescue initiatives and our Manager and Assistant Manager oversee near- and long-term operations.



Percent of applications  
filed "new" in 2017-2018



Number of applications  
received each year



Percent of all applications  
filed in Apr, May, Aug & Oct

# Clerk Notes

## Instructional Video Series

Who needs a bartender's license? What is a temporary change of plan permit? Will I need to appear before the Licenses Committee? The License Division's instructional video series tackles common questions in short, fun, and easy-to-understand vignettes. In addition to license-specific topics, our videos also provide information on:

- The license application and approval process
- Frequently asked questions on corresponding licenses, permits, or procedures, such as DNS Occupancy Permits or HPC Certificates of Appropriateness
- Helpful tips and important best-practices, such as our video of problem taverns

### Most-watched Videos, 2017

Land Management System	Bartenders	Muni ID (Sp)	Temp Food	All Others
2,617	1,308	771	332	5,028

### Most-watched Videos, 2018

Bartenders	Land Management System	Temp Food	Muni ID (En)	All Others
1,405	617	311	221	653

# Video Metrics

The License Division released 10 new videos in 2017 and 6 new videos in 2018. All told, the License Division has produced 35 videos, and we have at least another 6 videos prepared or planned for 2019. Videos average 3 ½ minutes and are provided in both English and Spanish. A selection of videos is currently on rotation on the City Channel and imbedded in the StartSmart web app.

## Traffic Sources, All-Time



## Device Type, All-Time



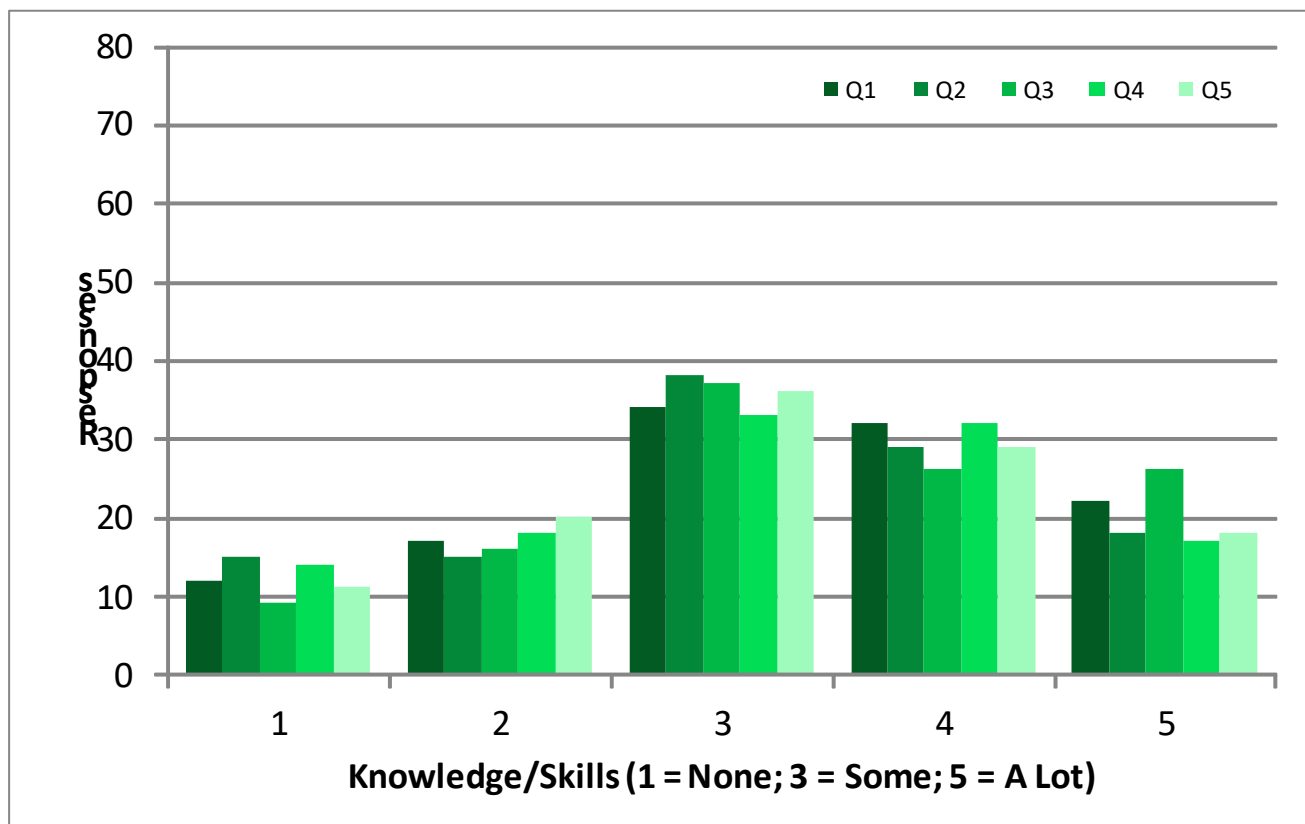


# Pivot Program

## Business Workshops

The Pivot Program brings various City and State departments together to help businesses succeed. Through a free 2-hour workshop, we help existing and prospective entrepreneurs with getting a license or permit, resolving a problem, understanding regulations, or implementing best-practices. Four workshops were held in 2017 and four in 2018.

**Pre-Workshop Knowledge Self-Assessment, All Participants**

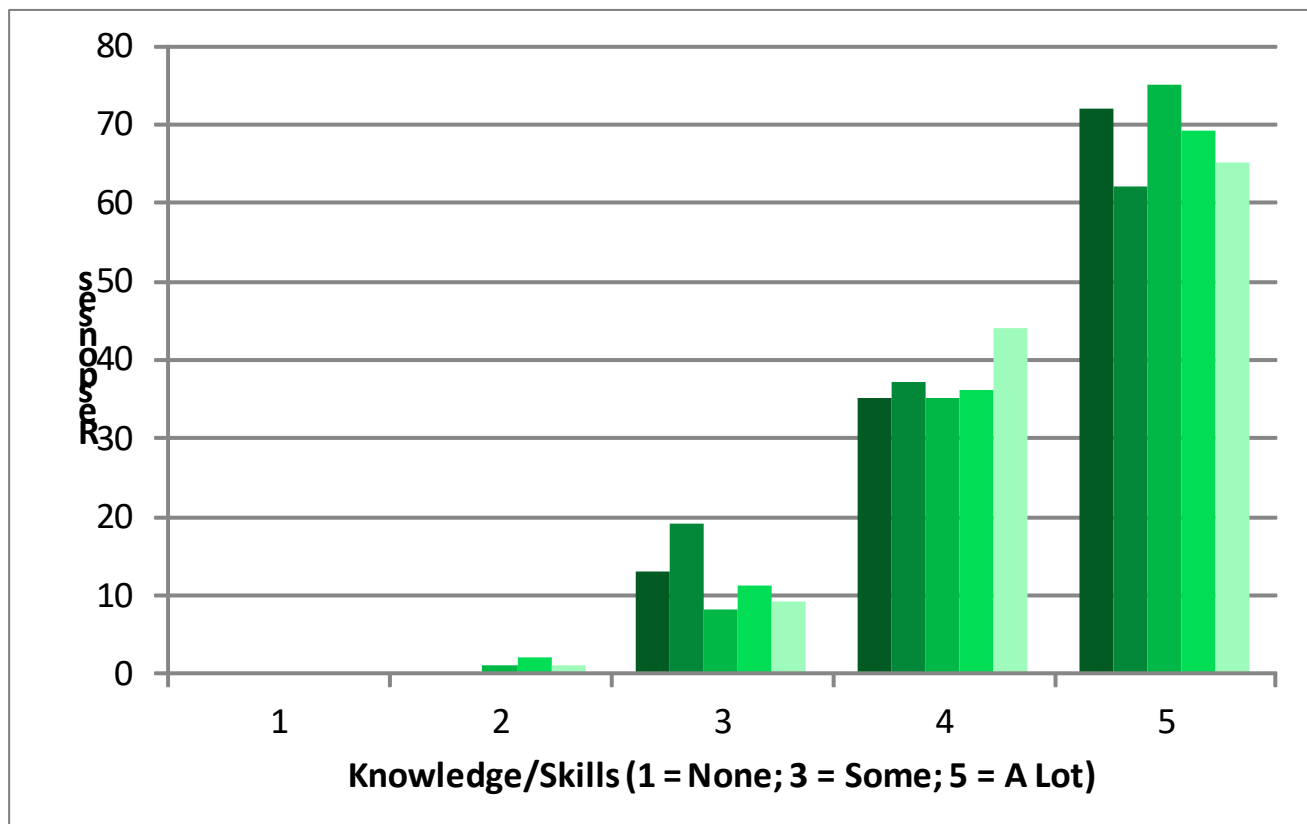




# Knowledge Self-Assessment

Since launching in 2016, a total of 279 participants have attended a Pivot workshop. Of these, 132 (47%) returned an evaluation. Over 90% of participants indicate they were “very much” satisfied with their experience, with an additional 9% indicating they were “somewhat” satisfied. We also asked Pivot participants to rate their knowledge before and after the program. Self-assessment data suggest that Pivot is a helpful learning tool for both new and existing businesses.

Post-Workshop Knowledge Self-Assessment, All Participants



# StartSmart

## Online Tool

StartSmart ([Milwaukee.gov/StartSmart](https://Milwaukee.gov/StartSmart)) is an online tool that asks questions to learn about a person's business. After answering all questions, StartSmart provides a list of required City and State licenses or permits, and related applications. Users also receive a list of resources to help get their business operating successfully.

StartSmart was officially launched in English on September 14, 2016. The Spanish-language version followed in December, 2016.

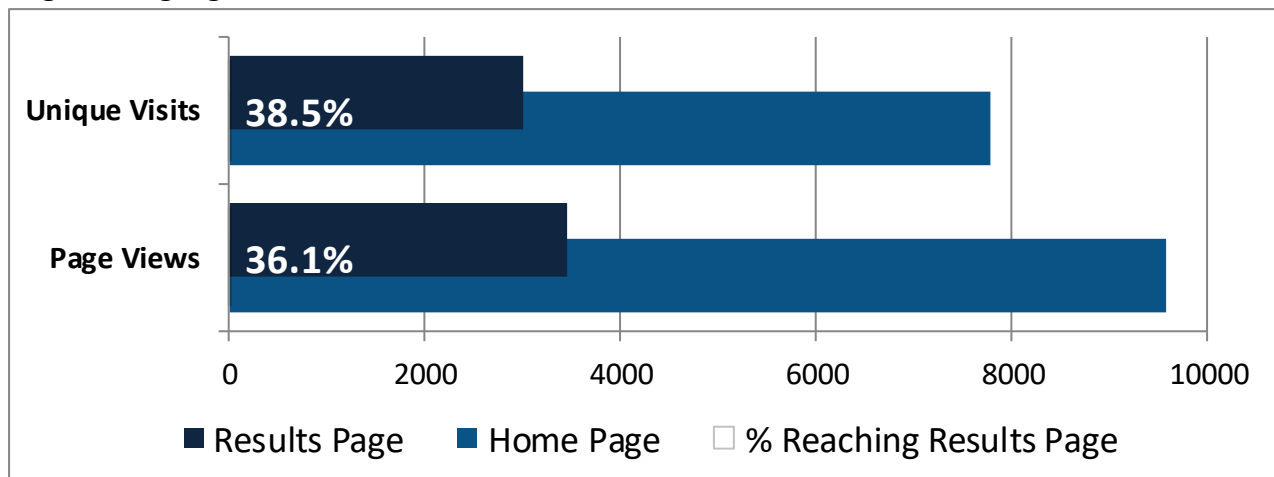
In 2019, we plan to make the following changes to StartSmart:

- Updating the landing page to better organize options for users.
- Integrating any remaining license types into the tool.
- Incorporating new Clerk Notes videos, where applicable.

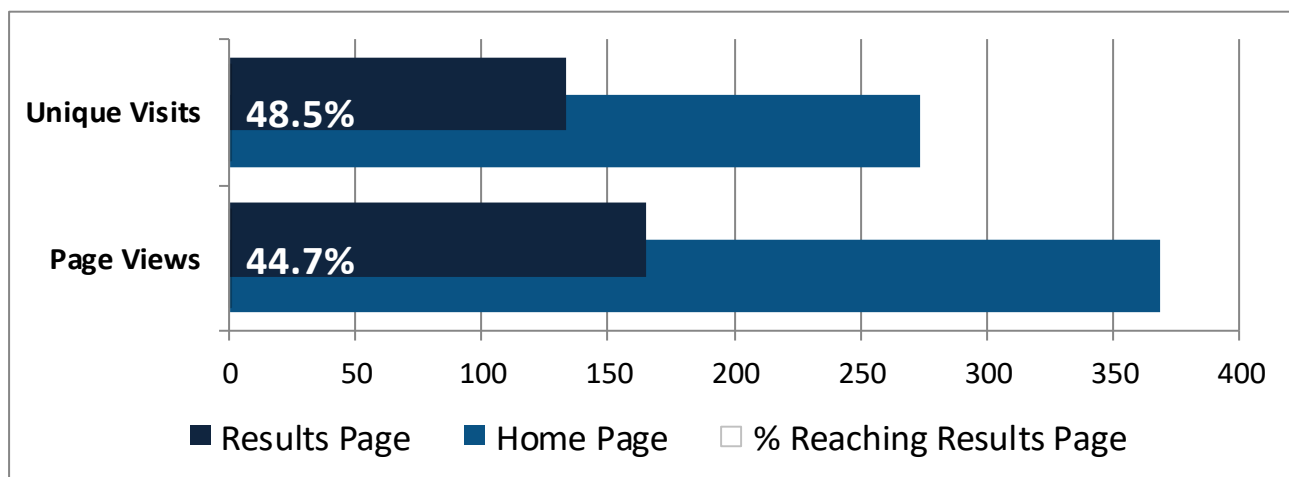
# StartSmart Users

The charts below provide information on the number and percentage of StartSmart users reaching the results page, as of February 20, 2019.

## English-Language Users



## Spanish-Language Users



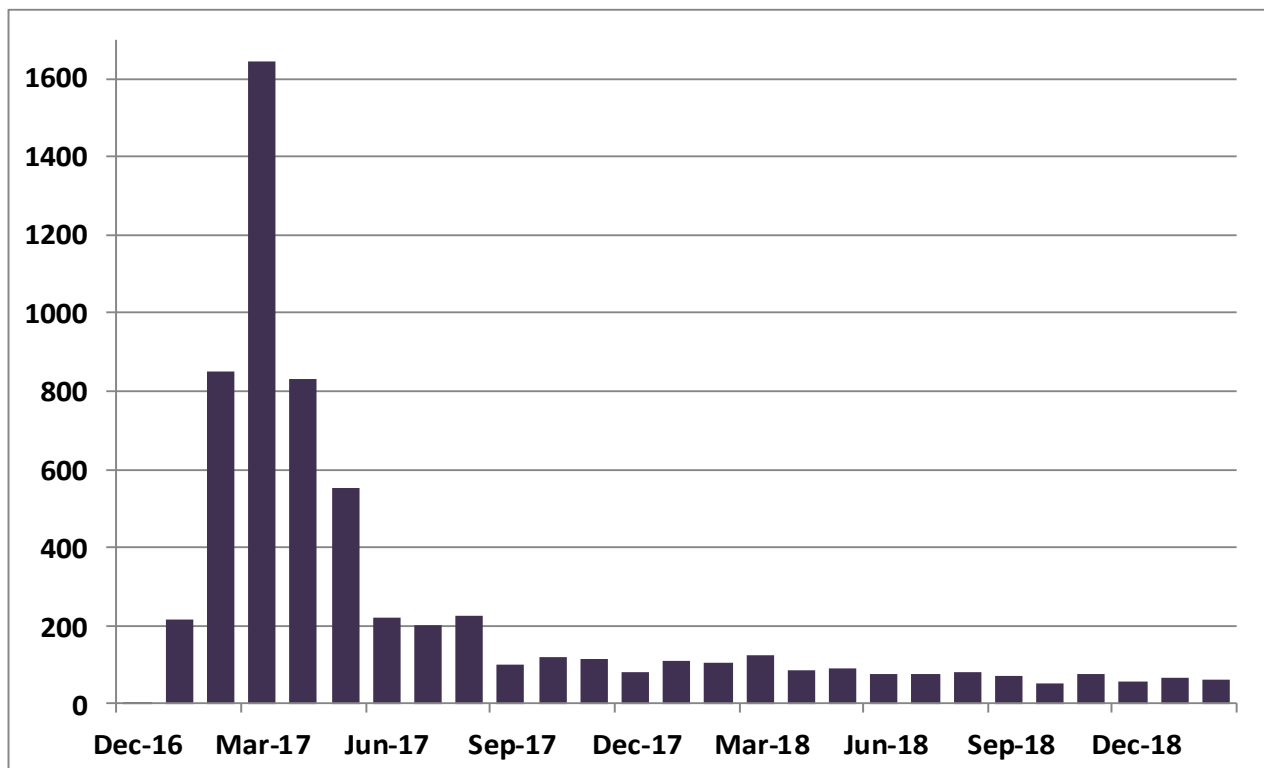
# Additional Initiatives

## New and Continuing Programs

In addition to the License Division's signature initiatives, we strive to make everyday improvements to our operations. We are focused on implementing ideas to transform the way citizens interact with City government. Whether through administrative changes, policy recommendations, or improvements to service delivery, our goal remains the same: to help Milwaukee businesses thrive.

One great example is the municipal identification program. To-date, we have issued over 6,200 ID cards without the need for additional staff or budget allocations. Over the last year, we have issued an average of 76 IDs per month.

**Municipal IDs Issued, by Month**



## Public Outreach & Education

Our public outreach efforts expanded in 2016 with the implementation of our **mobile license kit**. Throughout 2017 and 2018, we took our knowledge and services to workshops or events across the city. A list of community events we attended can be found on page 16.

In addition to a greater physical presence outside City Hall, we are continuing to implement digital outreach efforts. We are active on Facebook and continue to publish a quarterly newsletter. Over the past year, we have also worked with ITMD to modernize our “licenses and permits” webpage; look for this to go online in the coming months.





## Accessibility

While the License Division is able to offer online renewal for some licenses, a majority of the applications we receive are paper-based. The License Division has begun integration into the City's Land Management System, and we anticipate rolling out online application and renewal processes for a number of licenses in 2019.

At the same time, we are working to make paper-based applications easier to understand and our information sheets more simple. Look for these improved paper-based materials to launch as we shift to more robust online capabilities.

Finally, the License Division is nearly ready to launch a **"Quick Start Guide"** to help license applicants better navigate the licensing process. This 15-page booklet covers topics like:

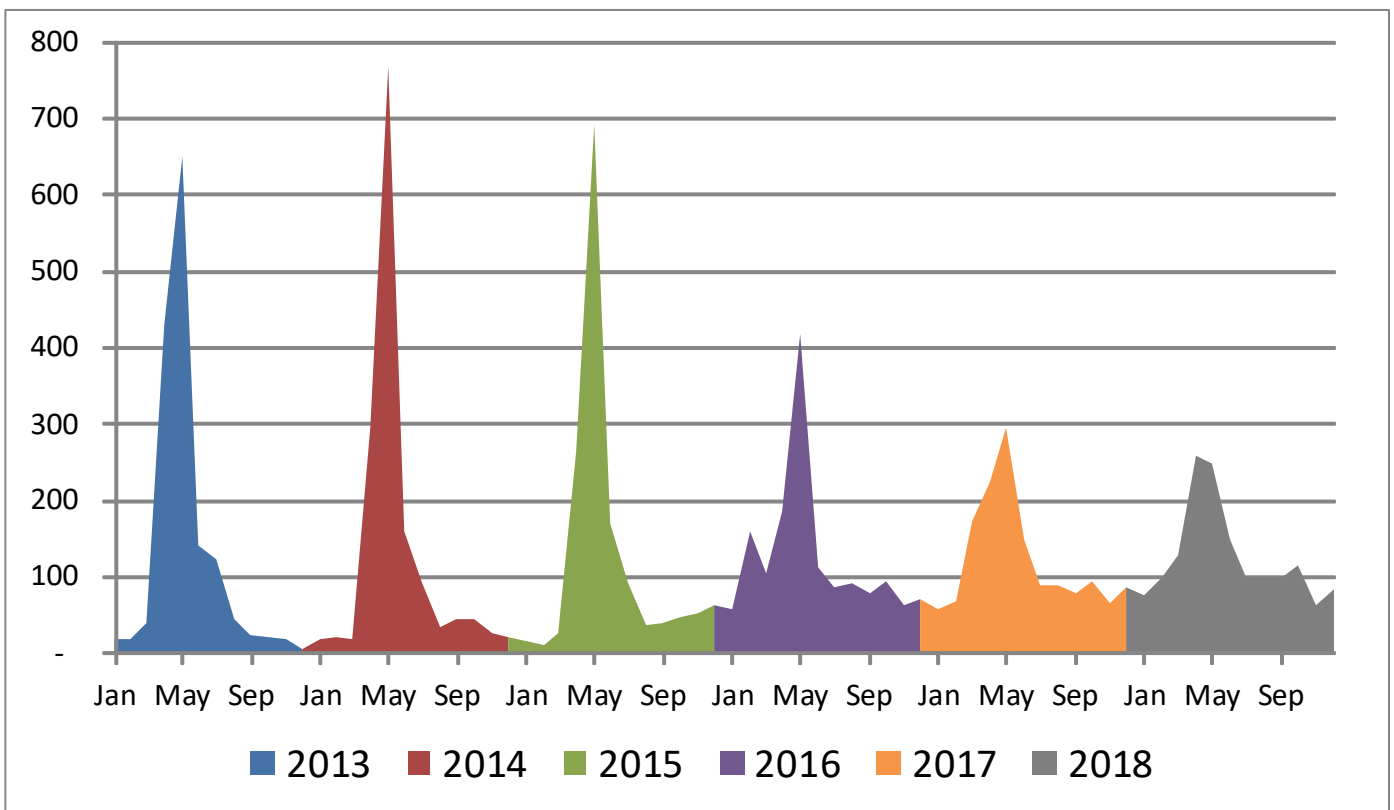
- How to complete MPD, DNS, and Health Department requirements
- How to submit a certificate of insurance
- State of Wisconsin requirements
- The license approval and issuance process
- Frequently asked questions
- Important resources

## Policy Recommendations

We are continually looking for ways to improve licensing procedures through code updates. Whether through our weekly process improvement meetings or more organically through suggestions by staff, we've established a culture of continual improvement and innovation. The result is not only beneficial to our customers, but important to our staff as well: over the last several years we have seen fewer "peaks and valleys" in workload (see below chart for an example).

A list of policy recommendations implemented by the Common Council is provided on page 18.

**Restaurant Applications Received, 2013 to Current, by Month**





# Appendix

## Community Outreach, 2017

Outreach Event	Location	Date
Business Summit	District 6	January 28
MPD Tavern Call-in	District 4	February 16
Cesar Chávez Day - Resource Table	City Hall	March 3
WWBIC Speed Coaching	WWBIC	April 6
StartSmart Demo - Money Smart Week	Central Library	April 25
Scrap Metal Industry Follow-up	Walker's Point	May 22
Juneteenth Day Festival - Muni ID	City Hall	June 19
AMANI Safety Team Meeting	COA Goldin Center	July 10
Big Ideas for Small Business	Webinar	September 12
BID/NID Resource Fair	Canal Street	September 14
Business Builders Series' Resource Fair & Business Conference Seminar	District 9	November 18

### **Community Outreach, 2018**

<b>Outreach Event</b>	<b>Location</b>	<b>Date</b>
MKE Business Now Summit	MLK Jr. Elementary School	January 27
Voces de la Frontera Muni ID Event	South Division High School	February 3
Growing Prosperity Partners Meeting	Central Library Centennial Hall	May 2
NIDC Contractor Informational Event	City Hall	May 10
Pop-Up MKE	WWBIC	May 17
WWBIC Presentation: Permits, Licenses, & Legal Structure	Self-Help Federal Credit Union	September 10
BID/NID Council Resource Fair	Century City Tower	September 28
Howell Ave business meeting	Howell Avenue	November 29
Small Business Academy	Potawatomi Casino	December 12

## Policy Recommendations, 2017

Issue / Topic	Resolution
Uncertainty regarding the licensing of "low Speed Vehicles"	File #161763: Amends the definition of "shuttle vehicle" to include certain low-speed vehicles.
General errors & inconsistencies	File #161675: Various changes related to correcting errors, clarifying language and eliminating obsolete provisions
Insurance requirements for various licenses are inconsistent	File #171057: Standardizes proof-of-insurance requirements for various license and permit applications to require proof solely at the time of application.
Complicated variance approval process	File #171057: Streamlines the process for a food establishment to obtain a variance by requiring approval only by the health department & establishes a variance procedure for tattoo establishments.
Nonprofits are exempt from direct seller license requirement	File #171057: Creates a new application fee of \$15 and waives the renewal fee for nonprofit organizations applying for a direct sellers permit.
Unintuitive fee structure for sidewalk area dining permits	File #171057: Implements an improved fee schedule for a sidewalk area dining permit.
Loophole in Class "D" operators requirements	File #171057: Amends requirements of the Class "D" provisional operator's license to remove enrollment in a responsible beverage server course as satisfaction of the requirement to complete such course. This ordinance also allows the course to be completed online.
Inconsistent definitions	File #171057: Standardizes the definition of the term "nonprofit organization" in code provisions relating to licenses or permits issued by the city clerk.
Collusive agreements only prohibited for those licensed by the city to sell alcohol beverages.	File #170950: Collusive agreements prohibited for all licenses and permits issued by the city clerk; Penalties for collusive agreements increased to "not less than \$2,500 and not more than \$5,000."

## Policy Recommendations, 2018

Issue / Topic	Resolution
Chapter 68 of the code contains various errors, inconsistencies, redundancies, and obsolete provisions.	File #171098: Reorders and revises food license regulations.
Confusing language regarding passenger vehicle registration and insurance reporting requirements.	Streamlines vehicle registration and insurance reporting requirements.
Newspaper vending boxes becoming obsolete	File #171153: Eliminates the licensing requirement for newspaper vending boxes, while maintaining regulations.
Inconsistencies with state law regarding financial responsibility requirements	File #171153: Updating provisions relating to financial responsibility requirements to properly reference state law.
Inconsistencies with recent state law changes	File #180930: Exempts certain home bakers from food licensing requirements, to be consistent with a February 26, 2018, Wisconsin circuit court case.
Provisional licensing loophole	File #180930: Allows for a provisional license to be granted in situations where a licensee files a renewal application on time, but the common council is not able to meet to take action on the application prior to expiration of the license.
Incorrect or missing state code reference	File #180930: Adds a state code reference relating to licensing requirements for "Class B" taverns selling wine only and adds state code references for the definitions of "fermented malt beverage" and "intoxicating liquor."
Unnecessary license requirement	File #180930: Exempts a person selling billiard or pool tables or jukeboxes from the requirement to obtain an amusement machine distributor license.
Regulations relating to Secondhand Dealer, Pawn Broker, and Precious Metal & Gem Dealer Licenses are often redundant	Draft "umbrella" ordinance in progress.